IMPLICATIONS OF LEADERSHIP IN ORGANIZATIONAL AND MANAGERIAL CULTURE IN ROMANIAN ORGANISATIONS. PRELIMINARY STUDY

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Abstract

The study aimed to approach the leadership style practiced in various organizations in Romania operating in the private sector, because in the current context of the globalization of the markets and activities, of rapid growth of competition at an unprecedented level, the role of managers/leaders becomes more and more important. The term manager does not overlap with the term leader, but it is desirable that this should happen in practice. If the manager has a position and influence that come from his formal place in the hierarchy of the the organization, the leader gains sympathy and support through the qualities he possesses and uses in relationships with the others. A questionnaire of 10 questions was applied during this study. 80 people, working in management positions within various private organizations, including the field of agriculture, from the western part of the country were interviewed. The correctness of the results obtained largely depended on the objectivity of the answers of the interviewees. There is a temptation to give ideal answers while avoiding the real ones. This observation is characteristic of most empirical research on leadership in organizations.

Key words: leadership, manager, organizational culture

INTRODUCTION

In the current context of globalization of markets and activities, the rapid growth of competition at a level never reached before, the role of managers,leaders is becoming increasingly important.

The term manager does not overlap with the term leader, but it is desirable that this should happen in practice. If the manager has a position and influence that come from his formal place in the hierarchy of the organization, the leader gains sympathy and support through the qualities he possesses and uses in relationship with others. Leaders must thus ensure an adequate organizational framework for the company's employees to show their skills and initiative, to capitalize on their knowledge at the highest possible levels, without the need for rigid or sophisticated control system. In Marian Năstase's vision, leadership is the process bz which a person, a leader determines , through the use of interpersonal relationships, one or two people to act in order to achieve well+established goals, based on a strong and attractive vision [10]. Leaders have two main roles. First they have to accomplish the task. Second, they must maintain effective relationships with the group as a whole and with each member of the group. The relationships must be effective so that they lead to the completion of the task.

[1] emphasized that in fulfilling their role, leaders must meet the following needs:

1. Task needs. The group exists to achieve a goal or to accomplish a common activity. The role of the leader is to ensure that this goal is met. If the goal is not fulfilled, the leaders will lose the trust of the group and this will result in frustration, criticism and eventually dissolution of the group.

2. The need to maintain the group. In order to achieve their goals, the group must be kept together. The leader's job is to build and maintain the team spirit.

3. The needs of the individual. Individuals have their own needs, which are expected to be met in the work place. The leader's task is to be aware of these needs, so that when

necessary, he can take measures to harmonize them with the needs of the task and the group. These three needs are interdependent.

Over time, attempts have been made to define those traits that define a successful leader, these characteristics have been placed at different levels:physical, intellectual (such as intelligence index) or personality (such as perseverance) traits. Even if in some cases relationships with managerial efficency can be achieved, it is practically impossible to identify the "type" set of characteristics that build the ideal leader [4].

The American professor John P. Kotter (1992) proposes a very simple model and, at the same time, very strong in its essence, based on the duality of competences exercised by a person in the role (position) of manager and, respectively, leader. Management/leadership duality is described by managing two distinct contexts: complexity respectively change. According to this model, a person plays the role of a manager when his activity has as a characteristic landmark the management of complexity, and respectively the role of leader when his effort is focused on promoting and implementing change. Literature connects leadership skills with behaviour and performance [8].

Mumford argues that leadership involves a complex form of social problem solving in which the leader's performance is associated with his or her ability to sense the need for change, identify goals, create pathways to viable solutions, and does so by understanding the complexity of the internal and external environment. Complex problem-solving skills, social judgment skills, and knowledge have been linked to efficiency [3]. Leaders often need to generate solutions to multiple problems, which go quickly and come up with the best alternative solution in the shortest amount of time. [2] affirmed that leaders need skills and abilities to develop and implement solutions together with those who follow them, colleagues or supervisors who operate in complex, dynamic contexts. To do this , leaders need social skills. [5, 12, 13]. Moreover, effective leaders must have the ability to persuade their followeers, often in complex social situations, and it is very difficult to accept and support the proposed solutions.

Leaders need some established knowledge to come up with, solutions to meet challenges and opportunities [8]. For example, Smonton (1984, 1990) that charismatic leaders had a unique set of career experiences that provided them with the experience and knowledge to solve the problems faced by their listeners. Ironically, although the acquisitions of knowledge and skills is clearly important for leadership effectiveness, this are has been left out in leadership literature; however there are some exceptions [6]. Leaders who have accumulated knowledge characterized by a a longer-term perspective expect to be more successful as they rise to higher hierarchical positions in organizations [7].

Similarly, tacit experience and knowledge have been shown to have significant, positive relationship effectiveness and performance. [11].

In this context, the purpose of the paper was to approach the leadership style practiced in various organizations in Romania operating in the private sector. The reason was that in the current context of the globalization of the markets and activities, of rapid growth of competition at an unprecedented level, the role of managers/leaders becomes more and more important.

MATERIALS AND METHODS

Through this approach, it was aimed to highlight the leadership style practiced within the various organizations in Romania that operate in the private sector. The interviewed people were asked to answer the 10 questions in the questionnaire.

A number of 80 people who work in management positions within private organizations in several counties of the country: Timiş, Arad, Caraş-Severin were interviwed. The accuracy of the results of this study largely depends on the objectivity with which the people answered the questions in the questionnaire. There is the tendency to offer ideal answers while avoiding the real ones. This observation is characteristic for

most of the empiric researches dedicated to leadership in organizations.

RESULTS AND DISCUSSIONS

Next the answers to the questions will be analysed, specifying the purpose of questions.

Question 1: *Do you encourage team members you work with and try to heed their suggestions?* Through this question I wonted to highlight the extent to which the leader encourages subordinates to make decisions and how important the opinion of subordinates is.

Table 1. Frequency of answers to question 1

Answer options	Always	Very often	Sometimes	Total
Absolut frequency	20	25	35	80
Relative frequency %	25	31	44	100

Source: Field survey, 2022.

Analyzing the frequency of answers to the question from the previous table, we note that continuous adjustment of the people involved in management positions encourage the participation of subordinates in decision-making. From this point of view it can be said that the aim is to create a team which should be used as a first method to encourage participation in improving organizational performance by making the best decisions. People implied in agricultural management positions (especially animal husbandry) support the idea that the suggestion from the farm stuff are important, because animals are unpredictable. It is important that the farm stuff, especially in the field of growth of sports horses, to be very competent and prepared.

The team is a powerful tool through which the affiliation and the social needs of the staff are satisfied, the context for individual development is created; it is the participatory tool that encourages involvement and the primary method for establishing organizational learning. Thus the whole process related to the team (group process) underlines the basic values of the organizational development. Leaders who are more interested in intimidating and humiliating their employees than working in a team will give up any approach to organizational development.

Another subject, which derives directly from the chosen theme for this paper, is the one of innovation and creativity,

Question 2: *Do you encourage your subordinates to be creative in their work . If yes, why? If not, why?*

Most of the interviewees stated that they encourage their collaborators to be creative in what they do, because they consider that innovation and creativity are both means of implementing change and results in this process. On the other hand, specialists in the agricultural field claim the following: on a livestock farm all processes are preset (starting with the feeding schedule, movement, grooming, cleaning etc) as well as on the vegetable farms, so creativity at work is not necessary. The work schedule is fix and has to be followed as such.

The origin of change was defined as a notion by

David Nadler and Michael Tushman [9], in their book „Strategic organization design" and presents the emergence of change in an organization. This may occur because of the environment in which the organization operates or through the intent of the organization. Thus the changes can be unintentional and happen independently of the will of the organization or can be intentional or deliberate, concrete actions calculated by the organization. To identify the needs and problems of an organization, to find the most appropriate solutions and the best way to apply them in organizational development, you need an open creative spirit that generates new innovative ideas that allow the continuous adjustment of the life of the organizations to the external conditions of the operating environment, in parallel with an increase in internal stability [9].

Question 3: *Do you consider it necessary to monitor the program to ensure that a specific task of project will be completed on time?* From this question results the importance that the leader attaches to the planning of the

activity and the timely employment. The interest for monitoring is 100% and those from the agricultural field consider it necessary, too. Which is an integral part of managerial activity (monitoring as a managerial function is essential). the problems that will inevitably appear refer to the way of monitoring (the capacity of the organization to implement an objective monitoring evaluation system) and the use of results (how we will use results obtained from the monitoring). this issue is related to the following question, which refers to how to relate to subordinates in case of identifying personal mistakes.

Question 4: *When you have to correct certain mistakes of colleagues, do you worry about endangering interpersonal relationships?* Over 85% of respondents do not worry that interpersonal relationships could be damaged, because they claim that these mistakes can be corrected collegially, respecting human dignity and pedagogical norms, which highlights the importance of human resources in the context of organizational development. Based on this idea, it is related to to the leadership skills of the leader of the organization to provide constructive feedback, in the sense of those mentioned above.

Question 5: *How do you feel about performing multiple complex tasks simultaneously?* One of the typical problems faced by the private sector manager, and not only, refers to the lack of a linear activity to another) and the need to face different tasks at the same time. The majority of respondents (90%) said that it depends on the type of objectives proposed and the deadlines for their achievement, a very small number (10%) reported major problems in the field; overburdening leaders (are not necessarily burdensome for the organization) poses a major risk to the functioning of the organization and initiating the process of organizational development. Many Romanian managers tend to focus on secondary operational issues at the expense of strategic issues essential to the organization (due to the desire to provide the image of the leader "omnipresent" and "skilled at everything").

Question 6: *When you have a complex project to do, do you explain to your subordinates what the hard parts of this project are, do you try to give them details?* In this way an analysis of the leader"s ability to transform the general tasks and objectives of the organization into clear and well-structured objectives at the individual level is attempted. This effort refers to the personal abilities of the leader and the features of the subordinate team. In this regard, we noticed some reluctance on the part of the respondents, because 61% of those who surveyed provide a these details only if requested.

Question 7: *Do you read articles about the act of leadership (leadership, psychology) and try to apply in practice what you read?* According to the data in Table 2, we notice that 43% of the subjects do it rarely or not at all (those from the agricultural field DO NOT read such articles as they work according a fix work schedule and a set programme.)read materials related to their work, 27.5% read frequently and 18% always and 25% read very often. We can say that respondents are open to learning and consider it important in the process of personal and group development. This is an essential element of organizational development because we cannot talk about changing and improving organizational performance without learning.

Table 2. Frequency of answers to question 7

Answer options	Always	Very often	Sometimes	Total
Absolute frequency	15	20	45	80
Relative frequency %	18	25	57	100

Source: Field Survey, 2022.

Organizational development means giving up the status quo and opening up to creativity. It would have been interesting to see what kind of of materials respondents refer to when they say they read specialized materials, on one hand; and on the other hand the ability to select the best sources which is a variable. Another issue concerns the ability to implement theoretical knowledge at a practical level.

Question 8: *Do you advise your colleagues on their own behaviour and performance?* This

seeks to observe the leader's interest in the well-being and professional development of subordinates.

The leader advises subordinates on their behaviour at work and how they could improve their performance. This seeks to observe the leader's interest in the well-being and professional development of subordinates. The leader advises subordinates behaviour at work and how they could improve their performance. The majority of respondents (90%) do this only if asked, which iss a shortcoming in my view, as many colleges are unaware that they would need counseling. Counseling is important for all those who are oriented towards healthy performance. They will learn to build teams based on correctly motivated human resources, towards self-improvement, not on excessive super-competitiveness between employees.

Question 9: *Do you the limits imposed by other collegues?* This question tries to observe the extent to which the leader respects the limits imposed by subordinates.

All respondents claim that they respect the limits imposed by subordinates, but before approaching a person the leaders must have a clear idea of the limit they want to impose both for them and for their subordinates. For this reason, leaders need to think about the people they want to approach, taking into account the personality, the relationship that exists between them, the level of comfort in which the person they want to approach is and everything else that can be relevant for them. It could be a person who does not accept constructive criticism, in which case care must be taken with the tone used in the conversation. Even in this aspect I have noticed a deficiency in terms of answers, too. Everybody answered "yes", although the question was open, which means that the investigated people should have given

detailed answers, not just a simple "yes". People acting in the agricultural field are very trenchant and argue that

limits have to be set from the very beginning (when submitting the CV) by the employer.

Question 10: *Do you enjoy analyzing the problems of the institution/organization you work for?* This question tries to observe the interest shown by the leader towards the problems of the organization/institution in which he works and to find solutions to these problems. To this question the respondents unanimously answered that they are involved in solving the problems , but 30 of them said that in order to solve complex problems they need special skills, which they still have to work on.

CONCLUSIONS

The conclusions that can be drawn from this study and the recommendations that allow me to make them are the following:

The team is a powerful tool through which the affiliation and social needs of the staff are met and the context for individual development is created: it is the participatory tool that encourages involvement and the primary method for establishing organizational learning: it is the means to identify the needs and problems of an organization and find the most appropriate solutions and the best way to apply them in organizational development. There is a need for an open, creative spirit, which generates new, innovative ideas that allow the continuous adjustment of the life of the organizations to the external conditions of the operating environment , in parallel with an increase of internal stability.

The interest for monitoring is 100%, which is an integral part of the managerial activity. (monitoring as a managerial function is essential).

The issues that will inevitably arise here are how to monitor.

This problem is related to the following, to the way of relating to subordinates in case of identifying personal mistakes.

When individual feedback is provided, it is recommended to be done in a confidential, personal manner, to each individual employee. First of all, the habbit of giving feedback by comparing one person with others has more disadvantages than advantages. Despite appearances, it is not an effective way to boost an employee. The feedback provided by comparing people with each other has the effect of damaging the relationships between employees, negatively

affecting the cooperation between them and creating an unconstructive pressure for the team.

Managers who are oriented towards healthy performance will learn to build teams based on correctly motivated human resources, towards self-overcoming, not on excessive super-competitiveness between employees.

One of the typical problems faced by the private sector managers and not only refers to the lack of a linear activity (rapid transition from one type of activity to another) and the need to face different tasks at the same time.

Many Romanian managers tend to focus on secondary operational issuesat the expense of strategic issues essential to the organization (due to the desire to provide the image of the "ubiquitous" and "skilled at all" boss.

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